



Research Paper

Development Strategy of Micro, Small and Medium Enterprises as Typical Products (Case Study on Passiana' Shrimp Paste Business in Selayar Island Regency)

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ABSTRACT: The purpose of this research is to analyze the internal and external factors that influence the development of Passiana' shrimp paste MSMEs and to determine the development strategy of Passiana' shrimp paste MSMEs in Selayar Islands Regency. In this research, data analysis was conducted using SWOT analysis. The approach used to analyze this research is a qualitative approach. The results showed that internally, Passiana' shrimp paste MSME has superior product quality, has a strategic location, a skilled and experienced workforce, has been halal certified, there is a P-IRT permit, dependence on raw materials, dependence on raw materials, limited production capacity, limited resources and finance, inconsistent product quality, limited product processing technology, and no employee acceptance are internal factors that affect the development of Passiana' shrimp paste MSME. Externally, Passiana' shrimp paste MSMEs have good business opportunities, significant added value, profitable profits, application of the cleaner production concept, regulatory changes, challenges in distribution and markets, market and demand uncertainty, vulnerability to price fluctuations, competition with similar products. In this case, the development strategy of Passiana' shrimp paste MSMEs that can be carried out is a Product Development Strategy to overcome the weaknesses owned to take advantage of existing opportunities.

KEYWORDS: Strategy; Development; MSMEs; Shrimp Paste; Internal Factors; External Factors

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I. INTRODUCTION

Indonesia is an archipelago with a coastline of approximately 81,000 km and has enormous aquaculture potential. The potential area for aquaculture is estimated at 15.59 million hectares, consisting of 2.23 million hectares of freshwater aquaculture, 1.22 million hectares of brackish water aquaculture, and 12.14 million hectares of marine areas. Currently, only 10.1% of freshwater, 40% of brackish water, and 0.01% of marine areas potentially suitable for aquaculture are utilized. However, land utilization for shrimp farming until 2017 has only reached 20% of the total potential. There are still very open opportunities for land development for extensification of shrimp farming. Shrimp is one of the non-oil and gas export products that plays an important role. In addition to its high price, shrimp also has a large market in various countries. (Amelia, 2021)

Paste originated in Southeast Asia, especially among the Cham and Mon tribes who settled in Indochina, before its popularity spread southward to the rest of Southeast Asia including Indonesia. Paste in Indonesia is generally made through a series of drying and fermentation processes. The first drying is done at 30oC-40oC for 5 hours before fermenting at room temperature for 18 hours. The second drying is done by sun drying for 6 hours before fermenting again for 18 hours. The third drying took 3 hours before final fermentation for 30 days at room temperature. (Stefanny, 2023).

Shrimp paste is one of the typical seafood products featured in Selayar Islands Regency. The majority of people consume shrimp paste to be used as a flavoring ingredient for dishes such as vegetables, salad and also processed into chili paste. In addition to the local community, people outside the area are also very fond of shrimp paste products typical of Selayar to be used as kitchen seasoning ingredients because the taste has its

own characteristics compared to other shrimp paste products. One of the shrimp paste makers in the Selayar islands is MSME Passiana, MSME Passiana is the only well-known shrimp paste maker in Selayar, so MSME Passiana shrimp paste has difficulty meeting the high level of consumer demand.

In Indonesia, the definition of MSMEs is regulated in Law No. 20/2008. According to Article 1 Chapter I (general provisions) of the Law, micro enterprises (MIEs) are productive businesses that are independently owned by individuals or business entities. (Tambunan, 2019)

In general, micro, small and medium enterprises (MSMEs) are of great social and economic importance in developing countries for a number of reasons, namely (1) because they are widespread in rural areas and therefore critical to economic growth in rural areas; (2) their ability to take on a large number of employees; (3) their function is to encourage entrepreneurship and enterprise skills, especially in rural areas and (4) as a source of business opportunities for women. However, several barriers hinder its development, the most important of which are marketing problems and the lack of ability to obtain bank loans. (Tambunan, 2019)

The Indonesian government has taken many measures to encourage the growth of MSMEs, recognizing the importance of MSMEs and the constraints faced as discussed above, there are measures that can be taken. One example is the regulations that have been created over the past twenty years that aim to help small and medium enterprises (MSMEs) market and purchase raw materials. In addition, an unsecured public credit guarantee scheme, also known as the unsecured public credit guarantee scheme, has been launched to provide funds. Kredit Usaha Rakyat in 2007. (Tambunan, 2018)

Due to these conditions, proper business development strategy planning is needed to grow the business so that it can produce more distinctive products that can meet market demand. Appropriate development strategies are planned for Passiana Shrimp Paste MSMEs so that they can capitalize on opportunities and strengths and overcome threats and weaknesses.

To identify the components that contribute to the growth of the Passiana shrimp paste business in Benteng sub-district, Selayar Islands Regency, it is necessary to create an appropriate plan that involves all types of internal and external analysis.

II. METHODOLOGY

The location of this research was carried out at MSME Passiana'. It is located in South Benteng Village, Benteng District, Selayar Regency. The selection of this location was carried out deliberately (*purposive*) with the consideration that Passiana's MSME is one of the MSMEs located in Selayar Regency which is visited a lot and wants to improve the right development plan to maintain and grow the number of customers who buy their goods while facing intense competition from other competition with the duration of the research during January 31, 2024 - March 31, 2024.

This research is a qualitative study with a *sequential mixed-methods* approach. In this approach, the researcher seeks to incorporate or extend his findings from one method with findings from other methods. This approach can involve qualitative interviews, especially if the themes of the phenomenon are inferred from the perspectives of the people studied, and can be followed by quantitative survey techniques to gain a broad sense of a population. However, it is also possible to use a quantitative approach in reverse order, testing theories or ideas first, then looking at different situations or people to understand the case. (Dekiawan & Subagyo, 2020).

More specifically, a sequential exploratory strategy is the type of mixed method design used. (The *sequential exploratory design* uses SWOT analysis, which identifies strengths, weaknesses, opportunities, and threats, to analyze qualitative data. In addition, quantitative analysis uses weighing, positioning, matrix positioning, and program plan stages based on SWOT to determine the next course of action.

The next step is then to identify internal and external factors which are made in the form of an EFAS (*External Factor Analysis Summary*) matrix and an IFAS (*Internal Factor Analysis Summary*) matrix. Then the IFE and EFE matrices are combined to create an IE matrix. David FR (2019: 170). The next stage is to create alternative strategies, after conducting internal and external analysis. Pradipta & Suedi (2020: 6)

To ensure the right strategy, the strategy made is based on the real situation in the internal and external environment of MSME Passiana' Shrimp Paste, a SWOT matrix tool is used which is useful for matching strengths and opportunities (*Strengths-Opportunities strategy*), strengths with threats (*Strengths-Threats strategy*), weaknesses with opportunities (*Weaknesses-Opportunities strategy*) and weaknesses with threats (*Weaknesses-Threats strategy*).

III. RESULTS AND DISCUSSION

3.1 Overview and Brief History of MSME Passiana' Shrimp Paste.

One of the well-known shrimp paste processing home industries in the Selayar Islands is the Passiana' shrimp paste agro-industry. MSME Passiana' Shrimp Paste is the only agro-industry making shrimp paste in

Benteng Selatan Village, Selayar Islands Regency. It has been operating since 2009 and was founded by Mr. Bahring. Mr. Bahring produces an average of 38.14 kg of shrimp paste per day using 40.65 kg of reborn shrimp every day. With workers mostly from his family, Mr. Bahring named his business "Paste Udang Passiana".

3.2 Organizational structure of Passiana' shrimp paste MSME.

Mr. Bahring is the owner of Passiana' shrimp paste MSME and is responsible for everything that happens at Passiana' shrimp paste MSME. Mrs. Namira, the wife of Mr. Bahring, is responsible for the financial department, recording all income and expenses and making financial reports. Also employees who work according to their responsibilities.

3.3 Shrimp Paste Production Process

The production process of shrimp paste can be seen in the figure below:

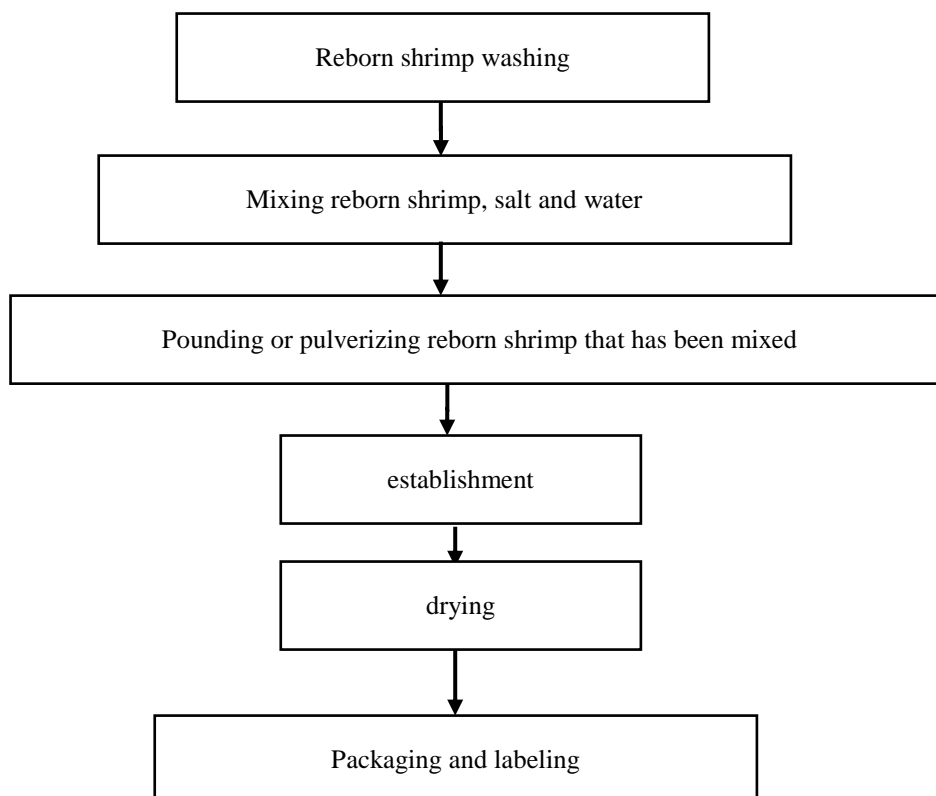


Figure 1: shrimp paste production process

3.4 Identification of Internal Factors of MSME Passiana' Shrimp Paste

Based on the results of the identification and the results of interviews conducted with the owner of the MSME Passiana Shrimp Paste on February 16, 2024, a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) can be formulated in the MSME Passiana Shrimp Paste, namely as follows:

3.4.1 Strength Factors

Superior Product Quality. The ability of a product to perform its functions, such as durability, reliability, accuracy, ease of operation, and other improvements, is known as product quality. Kotler & Keller Bob Sabran (in Sinurat, M. et al. 2021)

Have a Strategic Location. Location is an outdated cliché, but often true in the literature. The choice of business location is a complex strategic decision that can affect the long-term future of the company. Often location decisions boil down to a careful analysis of economic factors by managers. (Dixit & Turken, 2019)

Skilled and Experienced Labor. Labor productivity is one of the tenets of mainstream economic theory. Labor productivity is a measure of how effectively labor is employed, whether in the economy (aggregate labor productivity), region (regional labor productivity), or sector (sectoral labor productivity). (Radło & Tomczek, 2022)

There is a Halal Logo. Religious knowledge is a determining factor that influences consumerism. For Muslims, knowledge of halal is a more important factor that helps in making purchasing decisions for halal products and services. (Esso & Dibb in Wan et al, 2023). Halal food purchase knowledge becomes halal awarness (knowledge of halal products) and halal literacy. Khan et al (2022). There are two knowledge about halal products, the first is the company's marketing efforts and the availability of products in the market, the second halal knowledge arises because of religious teachings about what is halal and non-halal (haram). Halal knowledge is very important to encourage consumer decision making in purchasing halal products (Krisna et al. 2023).

There is already a P-IRT License. To fulfill people's economic needs, having an established and safe home business is very promising. However, to maximize business results, preparation is required. This preparation includes P-IRT management and halal certification as well as effective marketing strategies. With the help of this method, partners can gain a better understanding of the legality of home industry products, find attractive packaging models, and create effective marketing strategies for their businesses. (Dakum, 2022)

3.4.2 Weakness Factors

Dependence on Raw Materials. Dependence on raw materials poses dangers to businesses, such as changes in prices and other natural resources, as well as declining production, which can reduce production or cause unstable capital outflows. (Arupov, 2020)

Limited Production Capacity. The quantity and quality of rebon shrimp are the main aspects that determine the production and productivity of shrimp paste. The limited supply of rebon shrimp has an influence on the production capacity of shrimp paste and this will cause a great influence on the performance measures of the system. (Karabağ, 2019)

Limited Resources and Finances. Currently, MSME Passiana' Shrimp paste has 5 employees who are their own families. The imbalance in financial flow rotation is due to the fact that raw materials are purchased with a cash system while sales use a sales point system, where money will be taken when shrimp paste products are available, in addition to selling products to souvenir centers and restaurants. (Widiana et al, 2022)

Inconsistent Product Quality. Product quality is defined as how well a product has a value that can satisfy users physically and mentally by providing features or properties that already exist in the product (Kotler & Armstrong). Terasi products in circulation are widely used in cooking because of their good taste and nutritional value, and the percentage of salt aroma that stimulates the appetite. The quality of shrimp paste products depends on the quality of the raw shrimp and the length of storage as well as the appearance, odor, taste, and texture of the shrimp paste. (Chakma et al, 2023)

Limited Product Processing Technology. Processing of shrimp paste products in Passiana' MSME is quite simple through fermentation combined with drying. The shrimp paste is made using spontaneous fermentation of lactic acid bacteria (LAB) that utilizes several indigenous microbes. The process of making shrimp paste varies between regions in Indonesia, but in general the process includes raw material preparation, drying, grinding, salt concentration, fermentation, drying, and packaging. (Ali et al, 2019)

No Employee Recruitment. Human resources can affect the performance of MSMEs, which is a factor that can be used as the main capital to make MSMEs more professional. Business development to improve the performance of MSMEs is supported by the development of human resources, especially in the field of competencies such as expertise, knowledge, and entrepreneurial skills. (Sunarti et al, 2023)

Table 1. Shows the IFAS strength factor (Strenghts) of 1.89. The IFAS weakness factor (Weakness) amounted to 1.15. This shows that the strength factors possessed by MSME Passiana's Shrimp Paste are greater than the weakness factors. This means that MSME Passiana' Shrimp Paste utilizes the strength factors it has to further improve its business and future marketing to overcome its weaknesses.

Table 1. IFAS Matrix

No	Internal Factors	Weight	Rating	Weight x Rating
Strength				
1	Superior Product Quality	0,15	4	0,6
2	Has a Strategic Location	0,1	3	0,3
3	Skilled and Experienced Workers	0,1	4	0,4
4	There is a Halal Logo	0,11	4	0,44
5	P-IRT license already exists	0,05	3	0,15
Strengths Sub Total		0,51		1,89

Weakness				
1	Dependence on Raw Materials	0,1	3	0,3
2	Limited Production Capacity	0,07	2	0,14
3	Limited Resources and Finances	0,15	2	0,3
4	Inconsistent Product Quality	0,1	2	0,2
5	Limitations of Product Processing Technology	0,05	3	0,15
6	No Employee Recruitment	0,02	3	0,06
Weakness Sub Total		0,49		1,15
Total		1		3,04

Source: Primary Data After Processing, (2024)

3.5 Identification of External Factors of MSME Passiana' Shrimp Paste

3.5.1 Opportunity Factors

Good Business Opportunities. Entrepreneurial business opportunities will create jobs that can make the economy grow as a stable foundation for the community's economy. Entrepreneurial business opportunities can encourage economic growth and business competitiveness towards shared prosperity. Developing entrepreneurial business opportunities can generate economic and social value that requires the concept of social entrepreneurship, a configuration of human resources that is different from commercial entrepreneurship. (Prasetyo & Kistanti, 2020)

Significant Added Value. The added value generated by MSME Passiana' Shrimp Paste has added value from the raw material of rebon shrimp which then produces shrimp paste products. Supported by the Indonesian government, which currently emphasizes downstream policies to increase added value in MSME products. (Hartatri 2021)

Favorable Returns. One of the profit analysis is the rate of return per invested capital. This is calculated to measure the correlation between profits and total costs. Passiana' shrimp paste MSMEs can be categorized as profitable because of the rate of return per capital produced. (Nugraha, 2017)

Application of the Cleaner Production Concept. The proliferation of food businesses can result in an increase in the amount of waste generated, so an integrated waste management system based on the concept of cleaner production is needed. Cleaner production is a strategic approach that aims to reduce the negative impact of business activities by implementing more environmentally friendly practices through optimizing resource utilization, reducing waste and the use of hazardous materials. (Anfasha & Yustiani, 2023)

3.5.2 Threat Factors

Regulatory Change. The government has the ability to effectively implement existing ones. Food security and the agricultural sector will be protected with effective implementation. It can even benefit the Indonesian economy. (Ahsani, 2017)

Distribution and Market Challenges. Facing challenges in the distribution of shrimp paste products to a wider market can be a drawback. Securing efficient distribution channels and expanding market reach can require additional efforts and costs. (Rujito, 2017)

Market and Demand Uncertainty. Marketing strategy is a type of plan used to plan the direction of the target market towards consumer demand, setting the company's expectations to arouse customer interest in the products offered in order to increase sales. There are many driving factors to improve the marketing system, such as increasing creativity, innovation, sales promotion methods, good service and maintaining product quality in buying and selling. In the business world, companies must understand and know which market conditions are suitable for the products they produce, the strategy is implemented in such a way that the company remains sensitive to changing market conditions. (Rahmadyah et al, 2023)

Vulnerable to Price Fluctuations. Fluctuations in the price of basic foodstuffs can cause widespread unrest, affect the prices of other products in the market and threaten the stability of the regional economy, because it has an important role in the daily lives of people in the Indonesian market, such as in the Passiana shrimp paste MSMEs'. (Putra et al, 2023).

Competition with Similar Products. Terasi from Cirebon has a texture that tends to be mushy and brownish in color, Rembang terasi has a more pungent aroma because it is made from a mixture of shrimp and petis. In addition, there are also shrimp paste in the form of minimalist packaging such as ABC shrimp paste, Omaku

shrimp paste powder, Pronas shrimp paste, Bogajaya shrimp paste typical of Surabaya, Kokita ready-made shrimp paste and many more similar shrimp paste brands so that it is a challenge for Passiaana's shrimp paste MSMEs to continue to develop their products to sell in the market. Strengthening human resources is a necessity to be able to compete in the global era. (Supardal & Utami, 2020)

As shown in table 2. The opportunity factor (Opportunity) EFAS is 2.04. The threat factor (Threats) EFAS is 1.10. The results show that the opportunity factor owned by the rebon shrimp paste business at MSME Passiana' Shrimp Paste is greater than the threat factor. This means that MSME Passiana' Shrimp Paste has utilized the existing opportunity elements to avoid the risk of threats that can affect the marketing results of shrimp paste at MSME Passiana' Shrimp Paste.

Table 2. EFAS Matrix

No	Eksternal Factors	Weight	Rating	Weight x Rating
Opportunity				
1	Good Business Opportunities	0,15	4	0,6
2	Significant Value Added	0,2	3	0,6
3	Favorable Advantage	0,1	4	0,4
4	Implementation of Cleaner Production Concept	0,11	4	0,44
Opportunity Sub Total		0,56		2,04
Threat				
1	Regulatory Changes	0,1	3	0,3
2	Distribution and Market Challenges	0,07	2	0,14
3	Market and Demand Uncertainty	0,15	2	0,3
4	Vulnerable to Price Fluctuations	0,02	3	0,06
5	Competition with Similar Products	0,1	3	0,3
Threat Sub Total		0,44		1,10
Total		1		3,14

Source: Primary Data After Processing, (2024)

3.6 Determination of the Development Strategy of MSME Passiana' Shrimp Paste

Based on the calculation results of internal factors and external factors can be formulated on a SWOT diagram to determine the location of the quadrant of MSME Passiana' Shrimp Paste. Furthermore, this point can be used as a reference to determine alternative strategies that are in accordance with the quadrant in which the point is . The X-axis shows the result of reducing the strength and weakness factors by a total of 0.74, and the Y-axis shows the result of reducing the opportunity and threat factors by a total of 0.94. This is the result of calculating internal factors and external factors.

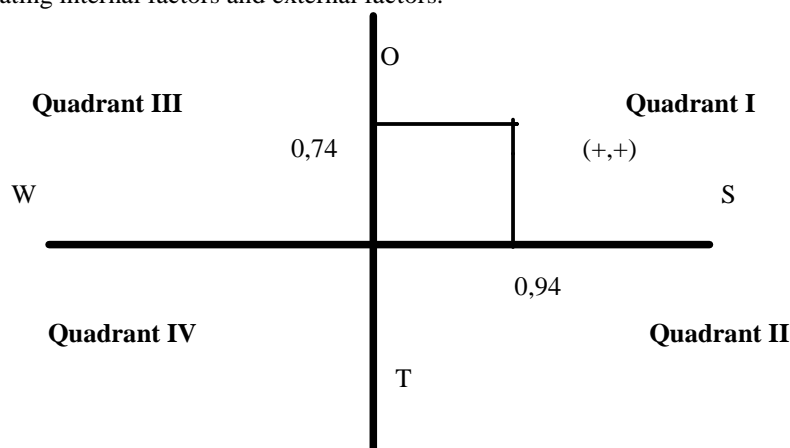


Figure 2. SWOT Diagram Analysis

Table 3. SWOT Matrix Analysis of Development Strategy of Passiana' Shrimp Terasi MSMEs

IFAS – EFAS	Strength (S)	Weakness (W)
	1) Superior Product Quality	1) Dependence on Raw Materials
	2) Has a Strategic Location	2) Limited Production Capacity
	3) Skilled and Experienced Workers	3) Limited Resources and Finances
	4) There is a Halal Logo	4) Inconsistent Product Quality
	5) P-IRT license already exists	5) Limitations of Product Processing Technology
		6) No Employee Recruitment
Opportunity (O)	SO Strategy	WO Strategy
1) Good Business Opportunities	<ul style="list-style-type: none"> Utilizing Excellent Product Quality (S1,S3,S2,S4,O2,O3) 	<ul style="list-style-type: none"> Product Quality Improvement (W1,W3,W5,O2,O3)
2) Significant Value Added	<ul style="list-style-type: none"> Expansion to Pasar Baru (S2,S3,S4,O1,O4) 	<ul style="list-style-type: none"> Product Diversification (W1,W4,O2,O3)
3) Favorable Advantage	<ul style="list-style-type: none"> Product Innovation (S1,S3,S3,S4,O2,O3) 	<ul style="list-style-type: none"> Production Process Improvement (W1,W2,W5,O1,O4)
4) Implementation of Cleaner Production Concept	<ul style="list-style-type: none"> Promotion and Marketing Improvement (S2,S3,S4,O1,O3) Collaboration with Strategic Partners (S2,S3,S4,O1,O2) 	<ul style="list-style-type: none"> Outsourcing (W6,O1,O2,O3)
Threat (T)	ST Strategy	WT Strategy
1) Regulatory Changes	<ul style="list-style-type: none"> Maintaining the Quality of Superior Products (S1,S2,S3,T1,T2,T3) 	<ul style="list-style-type: none"> Employee Training and Development (W5,W6, T2,T5)
2) Distribution and Market Challenges	<ul style="list-style-type: none"> Improved Operational Efficiency (S3,T3) 	<ul style="list-style-type: none"> Collaboration with Educational Institutions (W5,W6,T2,T3,T5)
3) Market and Demand Uncertainty	<ul style="list-style-type: none"> Collaboration with Competitors or Strategic Partners (S2,S3,S4,T4,T5) 	<ul style="list-style-type: none"> Improved Marketing and Promotion (W3,W4,T3,T4,T5)
4) Vulnerable to Price Fluctuations		<ul style="list-style-type: none"> Quality Improvement and Customer Service (W1,W2,W3,T1,T2)
5) Competition with Similar Products		

Source: Primary Data After Processing, (2024)

Based on the SWOT diagram above, the diagram can be analyzed through a matrix. The IE (internal external) matrix is a matrix used in public policy analysis. This matrix is determined from the IFE matrix and the EFE matrix. The results of the total score of the IFE matrix are on the X axis and the total score of the EFE matrix is on the Y axis. From the results of the IFE analysis, MSME Passiana' Shrimp Paste has a total score of 3.04 while the results of the EFE analysis of MSME Passiana' Shrimp Paste have a total score of 3.14. In accordance with the IE matrix, the current position of Passiana's shrimp paste MSMEs is in quadrant I, which means that Passiana's shrimp paste MSMEs have strong internal strengths and have many opportunities in the external environment. Therefore, the right strategy for Passiana' shrimp paste MSMEs for quadrant I is a growth or aggressive strategy that includes market penetration, market development, product development, and diversification.

IV. CONCLUSION

Internal factors that influence the development strategy of Passiana' shrimp paste MSMEs in Selayar Islands Regency, namely for strength factors, namely Passiana' shrimp paste MSMEs have superior product quality because they use the main raw material of fresh rebon shrimp and typical salt raw materials from the Selayar Islands, have a strategic location because they are in coastal areas making it easier to get the main raw materials, a skilled and experienced workforce, are halal certified and have a P-IRT license. As for the weakness

factors, they include dependence on raw materials so that it affects smooth production, limited production capacity so that it affects high demand, limited resources and finances, inconsistent product employee recruitment.

External factors that influence the development strategy of Passiana' shrimp paste MSMEs in the Selayar Islands Regency, namely for opportunity factors in the form of having good business opportunities to be developed, being able to generate significant added value, obtaining more profit, and implementing the Cleaner Production concept which makes Passiana' shrimp paste MSMEs trusted in waste sustainability and environmentally friendly. As for the threat factors, namely changes in regulations that cause additional costs and additional business flexibility, challenges in distribution and markets, market and demand uncertainty, vulnerable to price fluctuations and competition with similar products.

The development strategy that can be applied to Passiana' shrimp paste MSMEs in Selayar Islands Regency is the Product Development Strategy, which is a type of strategy that tries to create new products for existing markets. This can be done by Passiana' shrimp paste MSMEs through product innovation, feature enhancement, or through research and development. Although Passiana' shrimp paste already has a quality product, there is always room for innovation. Passiana' shrimp paste MSMEs can consider developing new product variants or improving existing products. In carrying out this strategy, several things are needed from each division, including; market research, product innovation, product trials, marketing and promotion, distribution and sales, superior customer service, and evaluation and improvement.

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